



Barbican Centre Board

Date: WEDNESDAY, 27 SEPTEMBER 2017
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Deputy Dr Giles Shilson (Chairman)
Deputy John Tomlinson (Deputy Chairman)
Deputy John Bennett
Russ Carr
Gerard Grech
Deputy Tom Hoffman
Deputy Wendy Hyde
Emma Kane
Vivienne Littlechild
Deputy Edward Lord
Deputy Catherine McGuinness
Wendy Mead (Chief Commoner)
Lucy Musgrave
Graham Packham
Trevor Phillips
Judith Pleasance
Deputy Tom Sleigh

Enquiries: Gregory Moore
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gregory.moore@cityoflondon.gov.uk

**Lunch will be served in the Guildhall Club following the meeting
N.B. Part of this meeting could be the subject of audio or visual recording**

**John Barradell
Town Clerk and Chief Executive**

AGENDA

A number of items on the agenda will have already been considered by the Board's Finance and/or Risk Committees and it is therefore proposed that they be approved or noted without discussion. These items have been marked with a star (*). Any Member is able to request that an item be unstarred and subject to discussion; Members are asked to inform the Town Clerk or Chairman of this request prior to the meeting.

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3.
 - a) **Board Minutes**
To approve the public minutes and summary of the Barbican Centre Board meeting held on 12 July 2017.

For Decision
(Pages 1 - 8)
 - b) **Minutes of the Nominations Committee**
To receive the draft public minutes and summary of the Nominations Committee of the Barbican Centre Board meeting held on 12 July 2017.

For Information
(Pages 9 - 10)
 - c) **Minutes of the Finance Committee**
To receive the draft public minutes and summary of the Finance Committee of the Barbican Centre Board meeting held on 11 September 2017.

For Information
(Pages 11 - 14)
4. **OUTSTANDING ACTIONS AND WORKPLAN**
Report of the Town Clerk.

For Information
(Pages 15 - 18)
5. **CITY OF LONDON CULTURAL STRATEGY**
Report of the Assistant Town Clerk & Cultural Hub Director.

For Information
(Pages 19 - 34)
6. **REVIEW OF SKILLS AND EFFECTIVENESS**
Report of the Town Clerk (TO FOLLOW).

For Information
7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

9. **EXCLUSION OF THE PUBLIC**
MOTION – That under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following items, on the grounds that they involve the likely disclosure of Exempt Information, as defined in Part 1, of Schedule 12A of the Local Government Act.
For Decision
10. a) **Non-Public Board Minutes**
To agree the non-public Minutes of the Barbican Centre Board meeting held on 12 July 2017.
For Decision
(Pages 35 - 40)
- b) **Non-Public Minutes of the Nominations Committee**
To receive the draft non-public minutes of the meeting of the Nominations Committee of the Barbican Centre Board held on 12 July 2017.
For Information
(Pages 41 - 42)
- c) **Non-Public Minutes of the Finance Committee**
To receive the draft non-public minutes of the Finance Committee of the Barbican Centre Board held on 11 September 2017.
For Information
(Pages 43 - 46)
11. **CENTRE FOR MUSIC UPDATE**
The Managing Director to be heard.
For Information
12. **PERFORMANCE REVIEW AND DIRECTORS' STRATEGY UPDATES**
Report of the Managing Director.
For Discussion
(Pages 47 - 82)
13. **DIGITAL STRATEGY UPDATE**
Report of the Director of Learning & Engagement.
For Information
(Pages 83 - 100)
14. **COMMERCIAL STRATEGY UPDATE**
Report of the Chief Operating & Financial Officer.
For Information
(Pages 101 - 110)
15. **RISK UPDATE**
Report of the Director of Operations & Buildings.
For Information
(Pages 111 - 162)

16. ***SBR / STRATEGIC PLAN UPDATE**

Report of the Managing Director.

For Information
(Pages 163 - 168)

17. ***BUSINESS REVIEW**

Report of the Chief Operating & Financial Officer.

For Information
(Pages 169 - 176)

18. ***PROJECTS AND SECURITY UPDATE**

Report of the Director of Operations & Buildings.

For Information
(Pages 177 - 188)

19. **QUESTIONS RELATING TO THE WORK OF THE BOARD**

20. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**

BARBICAN CENTRE BOARD

Wednesday, 12 July 2017

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 12 July 2017 at 1.45 pm

Present

Members:

Deputy Dr Giles Shilson (Chairman)
Deputy John Tomlinson (Deputy Chairman)
Deputy John Bennett
Russ Carr
Gerard Grech
Deputy Tom Hoffman
Deputy Wendy Hyde
Emma Kane
Vivienne Littlechild
Deputy Edward Lord
Lucy Musgrave
Graham Packham
Deputy Tom Sleigh

Officers:

Sir Nicholas Kenyon	- Managing Director, Barbican Centre
Sandeep Dwesar	- Chief Operating & Financial Officer, Barbican Centre
Sean Gregory	- Director of Learning & Engagement, Barbican Centre
Louise Jeffreys	- Director of Arts, Barbican Centre
Jonathon Poyner	- Director of Operations & Buildings, Barbican Centre
Jane Alison	- Head of Visual Arts, Barbican Centre
Niki Cornwell	Head of Finance & IT, Barbican Centre
Steve Eddy	- Head of HR, Barbican Centre
Lorna Gemmell	- Head of Communications, Barbican Centre
Jenny Mollica	- Head of Creative Learning, Barbican Centre
Nicholas Triantafyllou	- Head of Business Systems & Data, Barbican Centre
Jim Turner	- Head of Projects, Barbican Centre
Nick Adams	- Senior Communications Manager, Barbican Centre
Jo Daly	- PA to the Managing Director, Barbican Centre
Michael Bradley	- City Surveyor's Department
Gregory Moore	- Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from Deputy Catherine McGuinness, Wendy Mead and Trevor Phillips.

The Chairman welcomed Graham Packham, the new Chairman of the Culture, Heritage & Libraries Committee, to his first Barbican Centre Board meeting.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

There were none.

3a. **MINUTES**

The public minutes and summary of the Board meeting held on 24 May 2017 were approved.

3b. **MINUTES OF THE FINANCE COMMITTEE**

The draft public minutes of the meeting held on 28 June 2017 were received.

3c. **MINUTES OF THE RISK COMMITTEE**

The draft public minutes of the meeting held on 28 June 2017 were received.

4. **MANAGEMENT REPORT BY THE CENTRE'S DIRECTORS**

Members received a report of the Managing Director providing updates from the Barbican Directors on their respective areas.

The Board was delighted to note that the Barbican's National Portfolio Organisation (NPO) application to the Arts Council had been awarded the full requested amount of £480,000 per annum for four years. It was also pleasing to observe that feedback on the application had improved significantly from the previous round of funding.

Following on from discussions at the recent meeting of the Board's Finance Committee, Members asked a number of queries concerning the ongoing "Into The Unknown" exhibition. The Chief Operating & Financial Officer advised that, whilst the show was not currently performing as well as expected, attendance levels had started to increase in the last week and it was anticipated that the imminent school holidays would see attendances rise further. Notwithstanding this, interest in the show across the pre-arranged international programme was strong and the show was therefore very likely to generate additional income when on tour. Members reiterated importance of taking risks to the integrity and success of the artistic programme, noting that it was inevitable that some exhibitions would be less commercially successful than others. It was particularly noted that the metrics of success were not limited to raw audience numbers observing that, even if the number of visitors was comparatively low, shows that attracted new audiences and demographics to the Barbican could be considered successes and delivering on the Barbican's mission.

Noting that discussions were ongoing with the Bank of England with respect to the use of the Barbican car park, Members suggested that it would be beneficial to use the opportunity to raise the prospect of corporate membership.

RECEIVED.

5. **OUTSTANDING ACTIONS AND WORKPLAN**

The Board received a report of the Town Clerk setting out the outstanding actions list and noted the various updates and additions. The forthcoming workplan for Board meetings was also noted.

It was agreed that the outstanding item concerning invitations to INVAC training should now be deleted from the list of actions.

RECEIVED.

6. **ETHICS POLICY**

The Board received a report of the Director of Arts proposing the adoption of an Ethics Policy, which would be designed to ensure the Barbican had a clearly defined process and framework for making ethical decisions and that it was consistent and accountable in the choices it made.

It was noted that the Risk Committee had strongly endorsed the adoption of the policy, which was appended to the report.

RESOLVED: That the Ethics Policy, as set out in the appendix to the report, be adopted.

7. **EQUALITY AND INCLUSION STRATEGY**

The Board received a joint report of the Director of Arts and the Head of HR concerning work undertaken to develop and implement a new Equality and Inclusion Strategy.

Although listed as a “for information” report, it was observed that the Board should in fact be being asked to consider and approve the strategy presented for adoption.

Members expressed their strong support for the strategy; however, it was observed that without baseline figures it would be very difficult to assess progress and set Key Performance Indicators (KPIs). The Head of HR advised that benchmarking data for staff was currently available and he was confident that the ongoing audience research project should also provide baseline figures shortly for this area. However, data collection for artists had only recently begun and therefore might take a reasonable period of time to build up. He also cautioned that it was not possible to make it compulsory for all individuals to submit accurate data, so there could never be full confidence that figures would be entirely accurate; notwithstanding this, the Barbican would strive to collate as accurate a set of information as possible.

With reference to the individual departmental plans that had been tabled, a Member urged that due regard be paid to all protected characteristics, as well as the intersections between them where possible.

RESOLVED: That the Equality and Inclusion Strategy, as set out in the report, be endorsed and approved.

8. **VISUAL ARTS: ANNUAL REPORT**

The Board received a report of the Director of Arts providing an update on performance over the past year and setting out the opportunities, challenges and plans for the coming period.

Members congratulated the Head of Visual Arts on a successful year, commenting on the impressive variety of exhibitions and the subsequent diversity of audiences attracted.

The benefits of the partnership models increasingly being used were discussed, with the Head of Visual Art commenting that it allowed the Barbican to be more ambitious with its programming and take more risks. Given the significant increases in partnership income over the past year or so, the Head of Finance & IT suggested that there was need to consider how this was report in the annual art-form updates in future.

Noting the increasingly international popularity of the programme, particularly with reference to the forthcoming Basquiat exhibition, it was suggested that thought should be given to an international strategy which would raise the profile of the Barbican globally and assist in attracting more diverse audiences and increase the development team's fundraising opportunities. The Director of Arts advised that work was already underway on such a strategy and this would be presented to the Board in the coming months.

RECEIVED.

9. **CREATIVE LEARNING: ANNUAL REPORT**

The Board received a report of the Director of Learning & Engagement providing an update on performance over the past year and setting out the opportunities, challenges and plans for the coming period.

Members commended officers for the excellent work that had taken place over the past year, commenting that it was particularly pleasing to note the significant amount of Creative Learning activity that had taken place and the difference that it had made to such a large number of schools and individuals. Given the Barbican's mission was about arts and learning both, it was vital to ensure that due weight was accorded to the real and lasting impact made in this area.

It was noted that it had been a very strong year, with the department having consolidated and built on previous activity to grow and expand its work. The engagement with some 35,000 people this year was particularly noted, as were the successful re-organisation of the department and the realisation of key strategic initiatives such as the associate schools programme and the expansion of the Barbican Box programme to Manchester.

With respect to the associate schools programme, it was confirmed that a key element was to develop legacy plans so that there was clarity around know what the relationship with the Barbican would be at the end of the three year period. This was designed to encourage schools towards a level of independence, mitigating against the risk of dependency on the Barbican for the continuation of programme; part of this was the organisation of participating schools into 'clusters', so that they were able to support each other and have networks in place at the end of the three-year periods.

It was agreed that there was real scope for doing more across digital platforms, with officers advising that they were particularly interested in exploring possibilities for models like the Barbican Box, which would facilitate further expansion, as well as moving some learning elements onto interactive platforms. The Director of Learning & Engagement added that this formed part of the Barbican's overall Digital Strategy, in which digital learning would be a particular focus.

Responding to questions about the relationship with the several City schools and academies, it was advised that a Schools Engagement Manager was currently being appointed who would be looking at this very issue and the potential relationships that could be built.

RECEIVED.

10. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD

There were no questions.

11. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

12. EXCLUSION OF THE PUBLIC

RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

<u>Item No.</u>	<u>Paragraph No.</u>
13a - 15	3
16	1
17 - 30	3

13a. NON-PUBLIC MINUTES

The non-public minutes of the meeting held on 24 May 2017 were approved.

13b. NON-PUBLIC MINUTES OF THE FINANCE COMMITTEE

The draft non-public minutes of the meeting held on 28 June 2017 were received.

13c. NON-PUBLIC MINUTES OF THE RISK COMMITTEE

The draft non-public minutes of the meeting held on 28 June 2017 were received.

14. VISUAL ARTS: NON-PUBLIC SECTIONS AND APPENDICES

The Board received the non-public appendices to be read in conjunction with item 8.

15. CREATIVE LEARNING: NON-PUBLIC APPENDIX

The Board received the non-public appendices to be read in conjunction with item 9.

16. **REVIEW OF SKILLS AND EXPERTISE**
The Board considered and approved a report of the Town Clerk proposing a review of the Board's skills and areas of expertise, with a view to informing future recruitment.
17. **NEW TICKETING SYSTEM**
The Board received a report of the Director of Learning & Engagement concerning the purchase of a new ticketing system.
18. **GSMD STRATEGIC PLAN**
The Board received a report of the Principal of the Guildhall School of Music & Drama (GSMD) concerning the GSMD's progress in developing its new strategic plan.
19. **DEVELOPMENT UPDATE**
The Board received a report of the Chief Operating & Financial Officer which set out the latest fundraising results against budget.
20. **BUSINESS REVIEW**
The Board received a report of the Chief Operating & Financial Officer presenting the Period 2 accounts for 2017/18.
21. **SBR / STRATEGIC PLAN UPDATE**
The Committee received a report of the Managing Director providing an update in respect of the Barbican's Strategic Plan and Service Based Review Targets.
22. **RISK UPDATE**
The Board received a report of the Director of Operations & Buildings updating Members on the key risks facing the Centre and detailing the steps being taken to mitigate these risks.
23. **SECURITY UPDATE**
The Director of Operations & Buildings provided Members with an oral update on security matters.
24. **BARBICAN CENTRE CAPITAL CAP PROGRAMME - ANNUAL REPORT**
The Board received a report of the Managing Director setting out the final outturn position for the final year (2016/17) of the Cap 3 period, comparing actual expenditure to anticipated expenditure for the period and explaining significant variances. The report also detailed those projects which would now be delivered in the 2017/18 year.
25. **FOYER FURNITURE MAINTENANCE & REPLACEMENT**
The Board received a report of the Managing Director providing information on a project concerning the maintenance and replacement of foyer furniture at the Barbican.
26. **GATEWAY 7 OUTCOME REPORT: ART GALLERY ROOF**
The Board received a report of the Director of Operations & Buildings concerning a project of remedial works associated with the Art Gallery roof.

27. **GATEWAY 7 OUTCOME REPORT: CURVE REFURBISHMENT PHASE 1**
The Board received a report of the Managing Director concerning a refurbishment project in the Curve Gallery.
28. **GATEWAY 7 OUTCOME REPORT: FIRE ALARM REFURBISHMENT**
The Board received a report of the Director of Operations & Buildings concerning a project to install a new fire alarm system.
29. **BARBICAN CAMPUS PROGRAMME: AMBER AND RED PROJECTS**
The Board received a report of the Director of Operations & Buildings providing updates on those projects across the Barbican Campus.
30. **ACTION TAKEN UNDER DELEGATED AUTHORITY**
The Board received a report of the Town Clerk advising of one action taken under delegated authority since the last meeting.
31. **QUESTIONS RELATING TO THE WORK OF THE BOARD**
There were no questions.
32. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**
There were no urgent items.

The meeting ended at 3.27 pm

Chairman

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NOMINATIONS COMMITTEE OF THE BARBICAN CENTRE BOARD **Wednesday, 12 July 2017**

Minutes of the meeting of the Nominations Committee of the Barbican Centre Board
held at Committee Rooms, West Wing, Guildhall on Wednesday, 12 July 2017 at
3.30 pm

Present

Members:

Deputy Dr Giles Shilson (Chairman)
Deputy John Tomlinson (Deputy Chairman)
Deputy Tom Hoffman
Deputy Edward Lord
Trevor Phillips
Deputy Tom Sleigh

Officers:

Sir Nicholas Kenyon	-	Managing Director Barbican Centre
Greg Moore	-	Town Clerk's Department

1. **APOLOGIES**
There were none.
2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THIS AGENDA**
There were none.
3. **MINUTES**
The public minutes of the meeting held on 25 January 2017 were approved as a correct record.
4. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
5. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no urgent items.
6. **EXCLUSION OF THE PUBLIC**
RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

Item No.
7 - 9

Paragraph No.
1 & 3

7. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 25 January 2017 were approved as a correct record.

8. **PROSPECTIVE BOARD APPOINTMENTS**

The Managing Director was heard concerning prospective Board appointments.

9. **REVIEW OF SKILLS AND EXPERTISE**

The Committee considered and approved a report of the Town Clerk proposing a review of the Board's skills and areas of expertise, with a view to informing future recruitment.

10. **NON-PUBLIC QUESTIONS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no urgent items.

The meeting ended at 3.40 pm

Chairman

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FINANCE COMMITTEE OF THE BARBICAN CENTRE BOARD

Monday, 11 September 2017

Minutes of the meeting of the Finance Committee of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 11 September 2017 at 3.30 pm

Present

Members:

Deputy Dr Giles Shilson (Chairman)
Deputy John Tomlinson (Deputy Chairman)
Russ Carr
Vivienne Littlechild
Deputy Tom Sleigh

Officers:

Sir Nicholas Kenyon	- Managing Director, Barbican Centre
Sandeep Dwesar	- Chief Operating & Financial Officer, Barbican Centre
Sean Gregory	- Director of Learning & Engagement, Barbican Centre
Louise Jeffreys	- Director of Arts, Barbican Centre
Jonathon Poyner	- Director of Operations & Buildings, Barbican Centre
Niki Cornwell	- Head of Finance & IT, Barbican Centre
Jim Turner	- Head of Projects, Barbican Centre
Greg Moore	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Deputy Wendy Hyde, Emma Kane and Judith Pleasance.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were none.

3. MINUTES

The public minutes of the meeting held on 28 June 2017 were approved.

4. OUTSTANDING ACTIONS

The Committee noted the various outstanding actions and the updates provided thereon.

Although an action for the Board rather than this Committee, the Chairman took the opportunity to inform Members that he was minded to continue the practice of holding meetings at Guildhall, rather than at the Barbican Centre. This was in view of the fact that to hold meetings at the Barbican would result in a potential loss of income, as space used for Board meetings would be unavailable to use for commercial lettings. Notwithstanding this, the Chairman felt that it was important for regular visits to be arranged for Board Members to ensure

familiarity with the totality of the Centre's operations. He would be raising this matter at the Board's meeting later that month.

RECEIVED.

5. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

6. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**

There were no urgent items.

7. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Item No.

8 - 16

Exemption Paragraph(s)

3

8. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 28 June 2017 were approved.

9. **BUSINESS REVIEW**

The Committee received a report of the Chief Operating & Financial Officer setting out the Business Review for the Period 4 Accounts 2017/18.

10. **SERVICE BASED REVIEW AND STRATEGIC PLAN UPDATE**

The Committee received a report of the Managing Director providing an update in respect of the Barbican's Strategic Plan and Service Based Review Targets.

11. **PROJECTS AND SECURITY UPDATE**

The Committee received a report of the Director of Operations & Buildings providing an update on the Centre's building and refurbishment projects.

12. **RISK UPDATE**

The Committee received an oral update from the Director of Operations & Buildings concerning risks facing the Centre and mitigation measures in place.

13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There was one question, concerning Gift Aid.

14. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**

There were no urgent items.

The meeting ended at 4.15 pm

Chairman

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Outstanding Actions List Barbican Centre Board and Finance Committee

Action	Notes	Officer/body responsible	Date added	To be completed/ progressed to next stage
Retail Unit	a) Update on progress of new Retail Unit to be provided. b) New Head of Retail to be asked to attend meeting	Chief Operating & Financial Officer	May 2017 (Board) June 2017 (Finance)	Complete – both to come as part of Commercial Strategy paper on September Board agenda.
Meeting times / locations	To consider possibility of holding one or more Board meetings at Barbican; start times of Committee also to be considered (i.e. move from 10.30am to 11.00am).	Chairman	May 2017 (Board)	Timings changed to 11am start; location update provided at September Finance and to be confirmed September Board.
Fire Strategy	Summary report on new Fire Strategy to be presented when complete.	Director of Operations & Buildings	June 2017 (Finance)	Scheduled for November Finance / Board meetings.
Review of Skills and Effectiveness	Updated survey to be circulated to Board over summer period.	Town Clerk	July 2017 (Board)	Survey circulated 10/8/17.
Gift Aid	Report to be produced concerning limitations and possibilities associated with Gift Aid.	Chief Operating & Financial Officer	September 2017 (Finance)	On agenda for November Finance meeting.

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Barbican Centre Board

Work Programme 2017/2018

(changes since the last meeting in italics)

Standing Items

- Outstanding Actions
- Directors' Management Report
- Service Based Review & Strategic Plan Update
- Business Review (Period Accounts)
- Risk Update
- Projects Update *(previously "Update on Capital Works", also to now include "Projects Status (Red/Amber List)" document as appendix)*

27 September	<ul style="list-style-type: none"> • Performance Review • Digital Presentation • Commercial Strategy • <i>Board Skills Balance</i> • <i>City of London Cultural Strategy</i>
20 November	<ul style="list-style-type: none"> • Music and LSO Presentations • Budget • <i>Modern Slavery Statement</i> • <i>Energy Presentation</i> • <i>Safeguarding</i>
17 January 2018	<ul style="list-style-type: none"> • Theatre Presentation • Health & Safety report • Bad Debts/Write-offs Annual Update
21 March	<ul style="list-style-type: none"> • Cinema Presentation • Strategic Plan full update • Development Presentation
16 May	<ul style="list-style-type: none"> • Election of Chairman/Deputy Chairman • Appointment of Sub-Committees • Business Plan • Marketing & Communications Presentation
18 July	<ul style="list-style-type: none"> • Visual Arts Presentation • Creative Learning Presentation • Equality, Diversity & Inclusion Update

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Committee(s):		Date(s):
Culture Heritage and Libraries	For decision	04/09/17
Community and Children’s Services	For information	08/09/17
Education Board	For information	14/09/17
Board of Governors of the Guildhall School	For information	18/09/17
Barbican Centre Board	For information	27/09/17
Planning and Transportation	For information	03/10/17
Board of Governors of the Museum of London	For information	04/10/17
Open Spaces and City Gardens	For information	11/10/17
Cultural Hub Working Party	For information	18/10/17
Policy and Resources Committee	For decision	19/10/17
Court of Common Council	For decision	07/12/17
Subject: City of London Cultural Strategy		Public
Report of: Assistant Town Clerk and Cultural Hub Director		For Decision
Report author: Matt Pitt, Policy and Projects Officer		

Summary

The City of London Corporation's current cultural strategy expires at the end of December 2017. It came into effect during the 2012 Cultural Olympiad but no longer reflects the full extent of the organisation's activities across arts, culture, heritage and learning or its new and emerging ambitions.

Following a successful tender process, Global Cities Limited were appointed in May to assist the organisation in developing a new cultural strategy. A draft of the strategy is included as an appendix to this report.

Recommendation(s)

Members of Culture, Heritage and Libraries Committee, Policy and Resources Committee and the Court of Common Council are asked to:

- Provide any comments on the draft strategy; and
- Approve the draft strategy for formal adoption by the City of London Corporation.

Members of other committees listed above are asked to:

- Note the draft strategy; and
- Provide any comments for consideration by the Policy and Resources Committee on 19 October before the Strategy is finally considered by the Court of Common Council on 7 December 2017.

Main Report

Background

1. The City of London Cultural Strategy 2012-17 will expire at the end of the year. Whilst previous drafts of a new strategy had been made, it was felt that the organisation needed to move away from the descriptive strategy of 2012-17 to a more strategic high-level document for the future that reflected the strong ambitions of the City of London Corporation within it. A fresh approach was required.
2. Global Cities were engaged to assist the organisation in developing the new strategy. They conducted interviews with officers and Members across the organisation including Town Clerk's Cultural Services, Department for the Built Environment, the Guildhall School and the Barbican. Key partners such as the London Symphony Orchestra and Museum of London were also involved and external organisations the GLA, DCMS and Arts Council England have been consulted.
3. Following the interview stage, certain themes and ideas began to emerge. In order to test these, a workshop was established which stakeholders were invited to. This workshop was held immediately after the Place Steering Group on 19 June and involved officers from that group as well as Members. The draft appended to this report (Appendix A) is very much a reflection of both the interviews and the key themes which emerged at the workshop.
4. Throughout the process close attention has been paid to ensuring the draft strategy aligns with existing strategies and particularly the emerging Corporate Plan. On 27 July, the Summit Group approved the current draft for progression through committees in autumn 2017 in order to have a new strategy in place by the start of the New Year.

Strategy

5. The strategy is broken down into two parts – an executive summary with the vision, the City's role, our values & strategic objectives and the full strategy document. The latter goes into greater detail, particularly on the 10 strategic objectives, why these are important, and outlines some priority actions for the organisation to progress.
6. The Strategy is deliberately high level and ambitious and will be delivered by departments across the organisation. Whilst there are objectives and priority actions which readers will recognise as supporting existing activity there are also new objectives designed to challenge the organisation over the coming years. These ambitions very much reflect conversations that have taken place throughout the process. Subject to the strategy being approved by Members, business planning will need to address the new strategic objectives and priority actions appropriately.
7. The strategy is currently formatted for an internal audience, however, it will be a key tool in communicating the unique and valuable contribution that the City of

London Corporation makes to external audiences. It is therefore anticipated that the strategy will be professionally produced following its formal adoption.

Proposals

8. It is proposed that Members of Culture, Heritage and Libraries Committee, Policy and Resources Committee and Court of Common Council provide any comments on the draft strategy and approve the draft strategy for formal adoption by the City of London Corporation.
9. It is further proposed that Members of other committees receiving this report note the draft strategy and provide any comments for consideration by the Policy and Resources Committee before the Strategy is finally considered by the Court of Common Council on 7 December 2017.

Conclusion

10. A new cultural strategy has been developed in partnership with Global Cities Ltd. It reflects the brief for the strategy to be high-level and ambitious whilst also addressing the organisation's existing activities across the sector. The strategy also seeks to frame new initiatives such as Culture Mile and the Cultural Education Partnership.

Appendices

- Appendix A – Draft Cultural Strategy

Matthew Pitt

Policy and Projects Officer

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Draft City of London Cultural Strategy – Executive Summary**We want to:**

Seize a once in a generation opportunity to reposition the City as a world capital for commerce and culture, harnessing the power of arts, heritage, learning and libraries to make the Square Mile far more open, creative, resilient and entrepreneurial. We will work collaboratively with cultural partners to drive social and economic change and contribute to a thriving city.

The City has a unique combination of roles:

- A major investor in an extraordinary cluster of diverse cultural organisations with considerable profile, reach and influence in London, the UK and abroad
- A convening power that brings together cultural partners in the City with other stakeholders to achieve social and economic impact – being greater than the sum of our parts
- A landowner and planning body which can embed creativity into the urban fabric and act as a beacon of place-based regeneration
- A long term custodian of heritage but also a facilitator of innovation, creative talent and new entrepreneurial ideas
- An independent voice speaking about the role of culture at regional, national and international levels

Our values:

- We believe in the power of innovation and creativity to generate wealth for people in a long term, sustained way – commerce and culture are intertwined throughout the City's history.
- We expect the City and our cultural partners to be open, communicative, responsive and welcoming to a diverse range of people, businesses and visitors
- We are a global, flexible and cosmopolitan city yet have a strong sense of pride in our place, history, neighbourhoods and identity
- We value cultural learning and engagement as an essential part of the cultural experience, but also for the transformative personal, social and economic impact this can have
- We recognise and embrace the diversity of London's culture and champion the excellence and innovation that this brings
- We prioritise areas under our direct control but are mindful of our responsibility to work with others to support the wider needs of the capital and the UK
- We seek to be joined up, agile, experimental and generous in our approach as a catalyst and convener at the forefront of cultural, economic and social change

In the next five years we want to [Strategic Objectives]:

1. Transform the City's public realm and physical infrastructure, making it a more open, distinct, welcoming and culturally vibrant destination

2. Develop Culture Mile in the north west of the City which will become an exciting destination for London and act as a catalyst for change across the rest of the Square Mile
3. Support cultural excellence in a range of fields and champion an ethos of creative risk taking, innovation and artistic citizenship
4. Support an exemplary Cultural Education Partnership and enable our world-leading institutions to cultivate the creativity, skills and knowledge of the next generation
5. Become a leading centre of the digital and creative economy and unlock the creative potential and resilience of individuals and businesses using our estate and resources
6. Promote our cultural, heritage and creative strengths in the UK and abroad
7. Better promote our world class cultural offer and use our wealth of outdoor spaces to widen its appeal to a more diverse audience in the City and beyond
8. Work better with cultural organisations to build their capacity and engage with City businesses and employees, so that they can become more resilient
9. Play our part as a catalyst and convener in supporting and connecting with the wider cultural ecology of the capital and the rest of the UK
10. Develop clear leadership on culture: working in collaboration with cultural partners to develop our skills, align our objectives, develop performance measures, communicate our impact and build our capacity to be more than the sum of our parts

Vision

Throughout history, the City of London has been a place where commerce and creativity have thrived side by side. As well as being one of the world's oldest and most important financial hubs the Square Mile has fostered over centuries the long-term growth of arts and crafts, public entertainment, green spaces, marketplaces, fairs, and pageantry. Since the late twentieth century the City has become a world class centre for culture, with an extraordinary concentration of institutions like the Barbican, the Museum of London, the London Symphony Orchestra and the Guildhall School of Music and Drama, as well as a range of heritage assets, libraries, exciting outdoor events and cutting edge contemporary art programmes like Sculpture in the City. Investing over £80m every year, the City is the fourth largest funder of culture in the UK.

The City's support for culture is intrinsic to its strategy because of the core belief that the free exchange of commerce is intertwined with the free exchange of creative ideas. The City has always been a unique meeting place in the world for entrepreneurs, ideas and talent – the original co-working space. Our support for culture also reflects a strong belief in a richer kind of wealth, which includes people's wellbeing, quality of life and sense of place and community.

The City today has the most vibrant ecology of cultural organisations, creative businesses and practitioners anywhere in the UK. We may be a global city but our cultural organisations are also grounded in a strong sense of place and want to serve the diverse people of the City they inhabit. Our definition of culture is broad and inclusive; it exists in both the buildings and heritage of our great institutions as well as our streets and the informal cultural spaces in between. It is for everyone, not just a narrow elite, and is a powerful driver of social mobility.

However, in recent years, the City's physical infrastructure and ways of working have not kept pace with our needs. Too often our cultural buildings have felt closed and hidden away. We have a rich and varied range of cultural assets and programmes, but we could do much more to promote them in the UK and abroad. Our cultural organisations are pioneers in research and experiment, but this is not visible in our streetscape. In short, we need to restate our role as a world capital of both commerce *and* culture.

At the start of the twenty-first century the City is also at a pivotal moment in its history. London is a global leader in finance, creative industries and technology. Despite politically uncertain times, there is a will to reach out to new trading partners and open up to more investment and talent. At home, the arrival of Crossrail in 2018 will transform the City's connectivity with the South East and bring an entirely new population into the area. Culture will play an important part in these changes.

In light of these factors, there is a once in a generation opportunity to open up the City in radical new ways so that we can welcome more people, stimulate more creative interactions and in doing so, build a sustainable long term future. We want to create a future for the arts, culture and heritage in the City because they are vital to developing People, Prosperity and Place.

Over the next five years, we will work with our cultural partners to transform the physical and social environment of the City and make it far more open, creative, resilient and entrepreneurial. We intend to invest significantly in the urban fabric of the Square Mile to make it more inviting to visitors and reveal the special cultural and historic character of the area. We want to energise people of all ages, especially the young, and inspire them to engage with the learning opportunities all

around them and perhaps pursue careers in the creative and tech sectors. We want to reflect the remarkable international quality of our businesses, people and cultural offer in our built environment. Above all, we want to champion excellence and innovation in all that we do.

All this requires purposeful leadership as well as working collaboratively. This strategy sets out the key objectives of our work, the values underpinning our approach, and the practical steps to realise them.

Catherine McGuinness

Lord Mayor

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Strategic Objectives

1. **Transform the City's public realm and physical infrastructure to make it a more open, distinct, welcoming and culturally vibrant destination**

The City has long been recognised as the financial and business district of London and for over a century the physical infrastructure of the Square Mile has grown up to serve this primary function. However, there is a strong desire today to reposition the City as a centre for both commerce *and* culture, recognising that the area is also the historic centre of the capital and a vibrant cultural destination. There is a need to renew and reconfigure the public realm and make the City more open, welcoming, and conducive to all users' needs.

Priority actions

- Major investment in public realm improvements across the Square Mile, including better wayfinding and improving physical infrastructure
- Strengthening the visibility of cultural organisations and sense of welcome
- Integrating digital and creative ideas into the urban fabric and creating more connected routes for visitors that reveal the cultural and heritage offer

- Continuing to invest in the City's cultural partners, drawing on their expertise and entrusting them both collectively and collectively to deliver world class programmes that keep the City at the forefront of cultural change
- Developing, enhancing and animating open and green spaces
- Emphasise the international character of the City's environment in order to attract businesses and serve their needs

2. Develop Culture Mile in the north west of the City which will become an exciting cultural destination for London and act as a catalyst for change across the rest of the Square Mile

The north-west area of the Square Mile contains an extraordinary cluster of diverse and collaborative cultural organisations. However for decades the area has suffered from a particularly poor quality public realm and lack of wayfinding, especially by comparison to the neighbouring areas of St Paul's and Tower Bridge. The original design for the Barbican estate deliberately envisaged a separation between its residents and the street level; as a result there is little outward sign of the rich culture and heritage of the area or sense of welcome. As other parts of London have developed or are developing distinct cultural identities (Southbank, South Kensington Quarter, and more recently, the Olympic Park and the Knowledge Quarter), this weak visibility is even more unsatisfactory. In 2013 the City decided to develop the idea of a new cultural hub to improve the quality of public spaces, create a distinct sense of identity and arrival, improve visitor experience, encourage more tourism, and facilitate new forms of collaboration between organisations. There is now a collective aspiration to enhance the cultural offer and invite more participation from visitors, residents and businesses. Whilst Culture Mile will be a distinct spatial area with unique licensing and planning conditions, it will act as a centre of energy, activating a similar cultural transformation for the entire Square Mile.

Priority actions

- Reinforce the partnership of cultural, creative and corporate organisations within and outside the Hub, sharing resources and working together to create an 'internationally renowned, distinct, welcoming and vibrant centre for arts, heritage and learning'.
- Make cultural activity and heritage visible in the streetscape, lighting and environment, and ensure the public realm is designed to be conducive to shared programming by Hub members.
- Develop a wider spatial masterplan for the area which recognises 'zones' for particular activities, e.g. an evening economy, protected residential areas.
- Progress unique licensing and planning agreements, to support the delivery of Culture Mile aspirations
- Plan for a new leisure/evening economy and engage with residents and businesses on their concerns
- Work with cultural partners to develop a world class food offer to enhance the visitor economy
- Learn from best UK and international practice and be inspired to experiment with new ideas and partners

3. Support cultural excellence in a range of fields and champion an ethos of innovation, creative risk-taking and artistic citizenship

It is vital that our investment in culture recognises its intrinsic power and the transformative effect it has on audiences and participants. For our cultural organisations, the belief in risk-taking is core to their business and requires strong investment. We believe cultural excellence can take many diverse forms and this is reflected in the sheer range of cultural venues, activities and programmes we fund; cinema, theatre, music, visual arts, architecture, heritage, street art, libraries, learning and engagement, open spaces, outdoor events, and more. In order to achieve this, there is a need to engage and support the very best creative professionals including artists, educators, librarians, curators, programmers. In addition, there is a need to enable research, experimentation, international and national touring, and joint working to ensure the organisations we fund remain as cutting edge, internationally relevant and as creative as the City in which they are based.

Priority Actions

- Supporting existing cultural organisations with sustained investment and resources, working closely to help them realise their ambitions
- Encouraging new partnerships and international touring to stimulate new thinking and create new income streams
- Facilitate joint working and new programming ideas to capitalise on the potential of Culture Mile and other opportunities in the public realm in the Square Mile

4. Support an exemplary Cultural Education Partnership and enable our world-leading institutions to cultivate the creativity, skills and knowledge of the next generation

The City is a centre of world class culture with millions of people enjoying performances, events and opportunities every year. However equally important, it is the site of possibly the largest collection of cultural learning opportunities for people of all ages. Every day we are building the audiences, artists and creative professionals of the future. As a network, the City's cultural partners reach millions of people through school visits, large-scale off-site participatory events, learning resources, on-site classes and workshops, and world-class conservatoire education. Our School Visits Fund provides travel grants to enable schools in London to visit cultural organisations in the Square Mile. The Museum of London and Barbican-Guildhall Creative Learning have well-respected schools programmes, outreach events and concerts, the Guildhall School has the largest under-18s offer of any organisation in the UK, and the LSO has pioneered high quality music education in the ten east London boroughs, setting the standard for music hubs around the country. These organisations work with City academies and independent schools but also with schools in the surrounding boroughs, spreading their professional excellence and expertise. They also work with local socially disadvantaged residents, addressing issues of mental health, wellbeing, social cohesion and lifelong learning. Our learning and engagement programmes bring together people from all walks of life and help support social mobility as well as engender a sense of community.

To strengthen the link between the City's Education Strategy and cultural organisations, there will be a new Cultural Education Partnership. This will work to encourage deeper collaboration and develop shared programmes and digital resources for greater impact. As the pressure on cultural education in school grows, it will be even more important to engage with headteachers and provide simple and effective routes for support. It is also a priority to offer world-leading higher education and training to future performers, creative professionals, technicians, leaders and teachers, fulfilling their potential as creative citizens. All of this will help the City to achieve its ambition of enriching the lives for people from all walks of society.

Priority Actions

- Support initiatives that encourage London schools, especially in disadvantaged areas, to engage with the cultural life of the City; for instance, the Schools Visits Fund.
- Develop a single 'front door' for under-18s offering a mix of formal and informal high quality vocational training across creative skills and performing arts areas.
- Develop a series of innovative initiatives to be delivered as part of Culture Mile Learning, which develop the combined skills needed for 21st century success and position the cultural hub as a learning destination
- Support Culture Mile Learning to develop a sustainable business model and their capacity to work intensively with other London boroughs to address social mobility
- Create a unified digital strategy that amplifies and enhances the world-class offer available to schools and families across the City's cultural organisations and programmes
- Develop the wider physical and digital infrastructure that will enable access to cultural experiences and progression of fusion skills
- Create a strengthened music and performing arts education programme to support London's Music Hubs and local Cultural Education Partnerships, in preparing the ground for the proposed Centre for Music's, Museum of London and wider Culture Mile Learning ambitions
- Develop fast-track programmes to develop new local leadership in City-supported cultural organisations
- Strengthen the role of music and the performing arts across the City of London academies and schools
- Make full use of the rich cluster of creative expertise in the City, particularly through higher education and the world leading training at the Guildhall School.

5. Become a leading centre of the digital and creative economy and unlock the creative potential and resilience of individuals and businesses using our estate and resources

The City is known for being home to one of the world's largest and most dynamic financial sectors. However, a significant majority of the area's businesses are small and medium enterprises and there is an increasing presence of technology and creative start-ups. For centuries the Square Mile has thrived and remained resilient because of its mix. Increasingly many employers (and their employees) want to be situated in a stimulating and attractive environment, with convenient amenities but also the buzz of independent retailers and creative enterprises. However, there is a need to keep pace in order to maintain the area's appeal and accessibility. Many small start-ups need affordable space to grow and incubate. The cost of operating in London means that maintaining this diverse base is increasingly difficult to achieve and there is a need for the City to manage and 'curate' its own estate in order to support a variety of business types. This can enhance the vibrancy of the area, grow the creative and digital economy and unlock greater value in the longer term.

Priority Actions

- Identify underutilised parts of the estate – especially in the Barbican area - for creative and independent use, as part of a 'curated' strategy; making the City more vibrant but also addressing affordability for creative organisations in central London
- Develop a City-led programme of support for emerging creative entrepreneurs which includes access to financial expertise and business advice in the Square Mile

- Integrate the local digital economy into the broader Culture Mile offer

6. Promote our cultural, heritage and creative strengths in the UK and abroad

In 2016 London was rated number one in the Global Power Index for the fifth consecutive time, driven partly by its cultural offer. Increasingly cities and regions are aware of the 'soft power' of culture and heritage and harness it to attract tourists, workers and businesses. Whilst London overall has a recognised strength in this area, the Square Mile could work harder to promote its particular character and assets through press activity and profile-raising events. There is also potential to join up more effectively on international engagement, foreign tours and foreign delegation visits which could be coordinated with the Lord Mayor's Office and other external organisations like London and Partners. In the UK, the City could do more to demonstrate its support for cultural activity across the UK, for instance, developing regional partnerships and reach through Guildhall School Young Artists, which includes the Centre for Young Musicians, Junior Guildhall and Barbican Guildhall Creative Learning programmes.

Priority Actions

- Develop a more coordinated international promotions plan which includes culture and joins up on the key messages
- Work proactively with London and Partners, the Mayor of London's promotional agency, and other organisations such as Arts Council England, DCMS (Department of Culture, Media and Sport) and the British Council to promote the City's cultural offer abroad

7. Better promote our world class cultural offer and use our wealth of outdoor spaces to widen its appeal to a more diverse audience in the City and beyond

The success of the 2012 Olympic and Paralympic Games showed how powerful culture could be in promoting the City. The stunning events held in key London landmarks generated significant news coverage and positive feedback. The City has always been home to major public events and shows, for instance the Lord Mayor's Show but in recent years it has also sponsored a number of one-off 'cultural spectacles' to commemorate key events or anniversaries; for instance, commissioning one of the UK's most well regarded arts producers, Artichoke, to create an event on the Thames for the Great Fire of London. Such events can be an effective way to both capture the attention of the international media, but also engage diverse audiences and act like a 'communal campfire', bringing Londoners' together around a shared moment. Similarly, City workers and visitors are extremely positive about street animation, temporary art installations and outdoor programming on a more regular basis; for instance, lunchtime events in the public squares and parks and outdoor music performances. The City is developing a new outdoor programme to address this ambition. The Sculpture in the City programme has engaged millions of people in high quality art who might not ordinarily visit an art gallery, and it grows bigger each year through partnerships with local businesses and galleries. Culture Mile can also a focal point for more ambitious outdoor programming which also acts like a 'shop window' for the cultural organisations in the area and attracts new audiences. Crucially, any investment in programming needs a strong marketing and communication strategy to ensure more people are aware of the offer.

Priority Actions

- As part of the Visitor Strategy, develop a City-wide marketing and communications plan to drive visitors', learners' and residents' awareness of the cultural offer, specifically anticipating the increase in visitors with Crossrail in 2018 and working to engage the existing working population
- Create a commissioning fund to support one-off 'major spectacles' as well as a new outdoor cultural programme to animate the streets and create a vibrant weekend, early evening and lunchtime environment
- Ensure cross-City departmental support for cultural activity in public spaces (e.g. planning, licensing, policing, etc.)
- Support Culture Mile cultural organisations to appeal to a wider audience base through outreach and learning initiatives and working outdoors
- Support outdoor programmes to grow and actively encourage sponsorship and participation from neighbouring commercial partners

8. Work better with cultural organisations to build their capacity to engage with City businesses and employees, so that they can become more resilient

The City has a strong relationship with its many businesses but could do even more to engage them with the cultural dimensions of its work. In the future, the City could play a stronger convening role, bringing together businesses and cultural organisations around shared interests and ideas.

Ultimately, it is for the cultural organisations to raise their own funds, but a collaborative approach could yield effective results. Culture Mile will also generate a large number of joint projects and promotional opportunities which could create new income generation models across sectors. A strategic, collaborative approach could unlock value for culture and catalyse sustainable long term business models in partnership with the private sector.

Priority Actions

- Use our convening power to encourage more networking and collaboration between cultural organisations and businesses
- Create more marketing and promotion opportunities within the City estate and marketing channels to maximise value and achieve shared objectives across cultural and corporate sectors
- Work with cultural organisations to develop new and innovative models of income generation and sustainable corporate partnerships

9. Play our part as a catalyst and convener in supporting and connecting with the wider cultural ecology of the capital and the rest of the UK

The City of London has long supported cultural sites in London beyond the Square Mile, such as the green spaces of Hampstead Heath or heritage landmarks like Tower Bridge and Keats' House. As the funding climate becomes more challenging, this responsibility for the wider region will become even more important. The City's focus will be strategic initiatives which will enhance the city as a whole and bolster the City's own cultural offer. For example, the City has been an early sponsor of two schemes led by the Mayor of London; the Illuminated River project to light the central London bridges with an environmentally sustainable artist-led scheme, and the London Borough of Culture

competition which will choose its first winner in 2018. Both projects will enhance the capital's attraction to visitors and also benefit Londoners. The City also supports music education in cities and towns throughout the UK through funding for the Guildhall School Young Artists programme (CYM, Junior Guildhall, Creative Learning), allowing them to extend their unique expertise.

Priority Actions

- Support selected strategic initiatives for London which increase tourism and provide benefits for Londoners, connecting with other relevant cultural destinations such as Knowledge Quarter, North Bank, South Bank
- Engage with stakeholders like the Mayor of London's Office, the Arts Council and the Department for Culture, Media and Sport on existing support and areas of potential future collaboration

10. Develop clear leadership on culture: working with cultural partners to develop our skills, align our objectives, develop performance measures, communicate our impact and build our capacity to be more than the sum of our parts

Whilst the City has the smallest geographical area of any local government unit, it is by far the largest investor in culture. As a key funder, the Corporation plays a key role in the governance and strategic direction of the numerous cultural organisations in the area. This situation means that the Square Mile has the potential to be the most collaborative and strategically coherent network of cultural organisations in the country. It can be a powerful voice in London, the UK and the world.

To be effective in its implementation, however, the cultural strategy will need clear leadership and direction. The responsibility for culture currently sits in the Town Clerk's department and a senior official from either within the Corporation itself or one of the cultural partners will be nominated to lead on the strategy/speak on behalf of the network. This nominee will be tasked with monitoring the strategy objectives, but also speaking to external stakeholders and developing partnerships. Whilst it is important to respect the individual autonomy of organisations and recognise their distinct characteristics and priorities, there is also much to be gained from a more collaborative approach based on a set of strategic objectives that can be measured and communicated widely.

The cultural success of the City can only be as good as the people within it – developing their capacity and leadership skills is also a priority.

Priority Actions

- Nominate a senior official from within the Corporation or a cultural organisation to lead on the implementation of the cultural strategy
- Communicate our leadership more clearly to others - publicise the key people working on different aspects of the strategy, and ensure all external and internal stakeholders are aware
- Produce a short annual cultural summary for internal and external stakeholders to publicise activity and achievements
- Build a reputation as a key London partner for developing leading cultural programmes and initiatives, attending events and holding regular stakeholder meetings
- Address the skills and training requirements of our cultural leaders in order to ensure they can realise the ambitions of the Cultural Strategy

This strategy complements existing and emerging City strategies:

Visitor Engagement Strategy – 2018-2022

Corporate Plan – 2018-2022

Communications Strategy

Cultural Hub Brand Strategy

Cultural Hub Property Strategy

Open Spaces Strategy 2015

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